



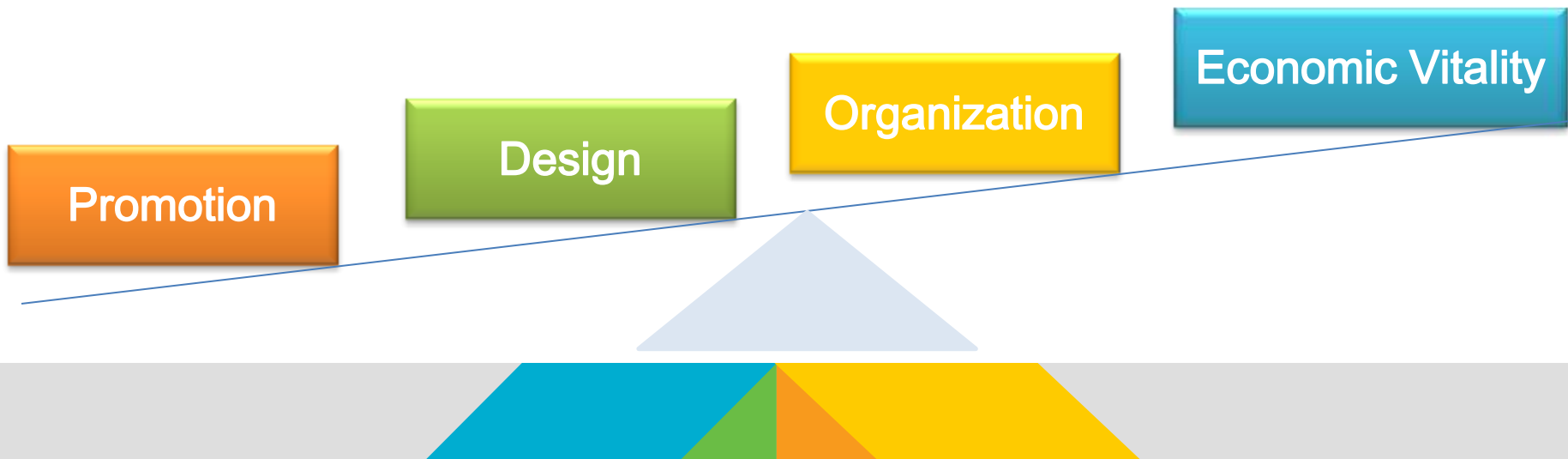
Transformation Strategies 101

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National Main Street Center
July 11, 2017



Four-Point Review Major Findings

- The Four Points provide **solid framework**, excellent internal check-points to ensure holistic, comprehensive approach.
- **Challenge in building/maintaining programming balance** -too much attention to Promotions, too little/undefined attention to ER.



Four-Point Review Major Findings

- **Challenge with silos** – *needing stronger connection*
 - *Internally - between board and among committees*
 - *Externally - lack of defined collaboration with other groups on common grounds*
- **Need to strengthen position**
 - *Challenge in “packaging” and promoting value.*
 - *Main Street organizations not viewed as serious economic development organizations*



Key Benefits of Refreshed Approach

- Puts ***focus on economic impact***, creating potential for more significant change on Main Street.
- Stresses ***broad community engagement*** to secure support for Main Street's vision and make sure transformation reflects diverse perspectives.
- Encourages focus on ***tangible outcomes*** that help communicate impact
- Offers ***greater organizational flexibility***, allowing Main Streets to choose how to organize themselves based on local needs.



Four Point Refresh

Key Integrated Components

❖ **Inputs:**

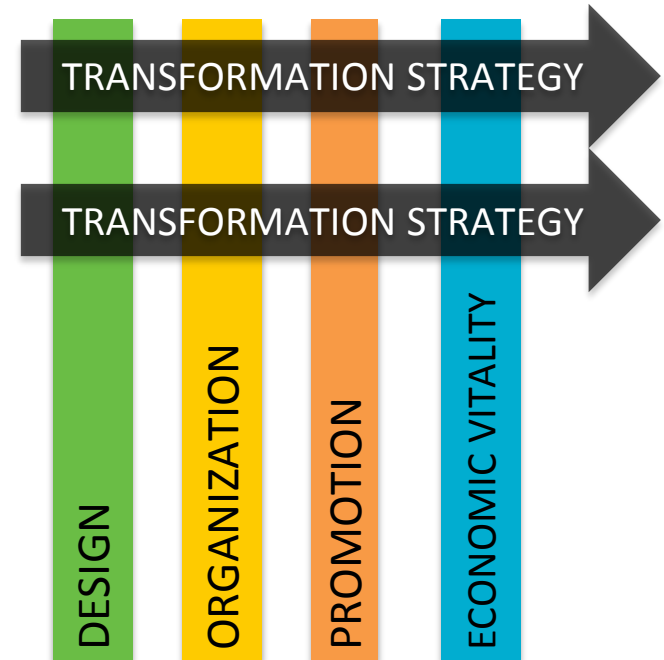
- community vision – engagement
- market understanding

❖ **Community Transformation Strategies:**

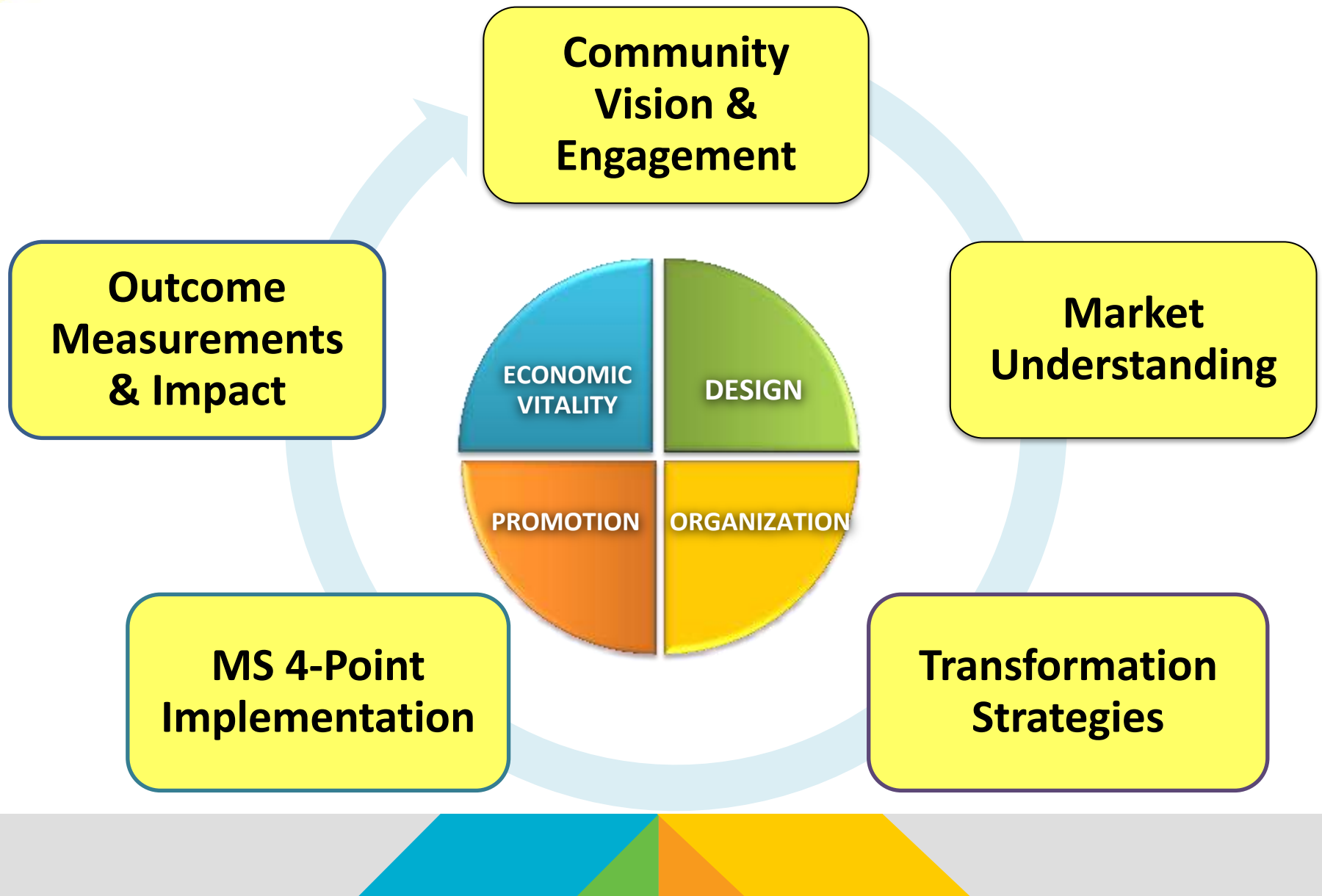
- implemented through the Four-Point Framework

❖ **Outputs:**

- qualitative and quantitative outcomes to measure impact

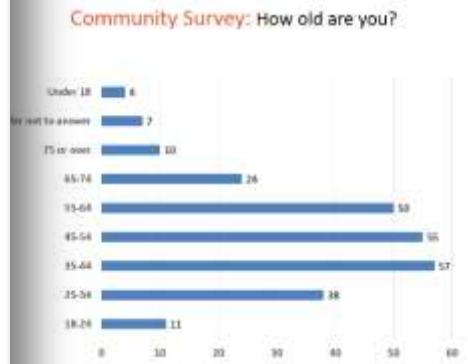


The Revitalization Journey through the “Refreshed” Main Street Approach



A group of people are seated around a large, dark wooden conference table in a well-lit room with large windows and brown curtains. Several individuals are looking towards the center of the table, appearing to be in a meeting or discussion. Some are looking at documents or laptops. The atmosphere seems professional and collaborative.

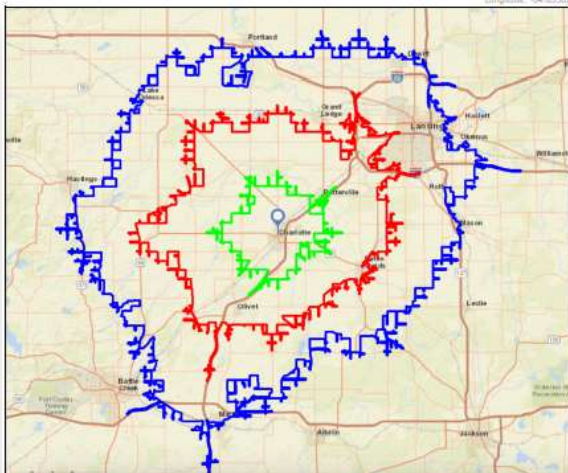
- *Gathering diverse perspectives*
- *Recognizing perceptions*
- *Understanding expectations and ideals*
- *Identifying common themes on assets & needs*



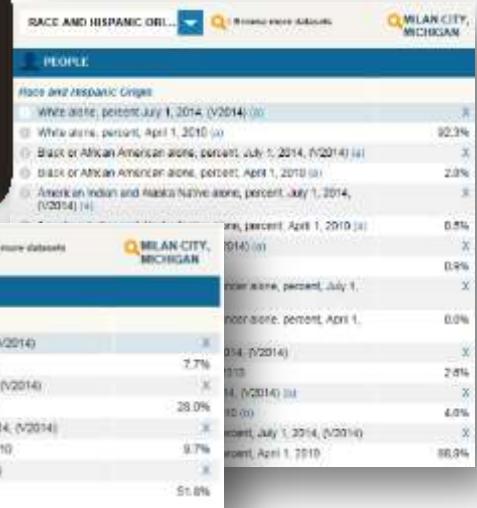
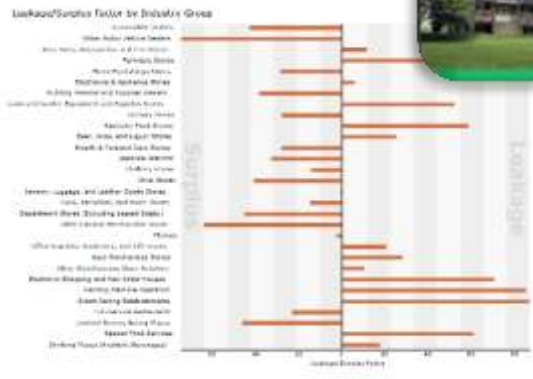
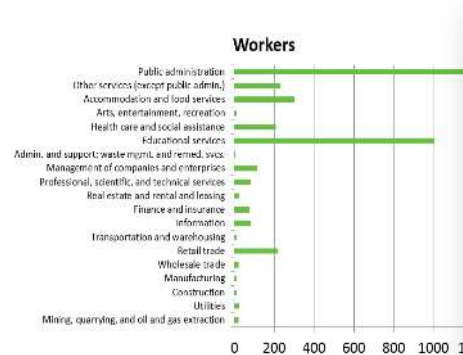
Market Understanding

➤ Helping communities understand market conditions and opportunities

- Essential piece for a complete vision for the district
- Helps identify current economic conditions, important gaps and key opportunities - for business & real estate development
- Groundwork for key additional aspects, such as communication & outreach strategies, volunteer leadership development, fundraising strategies, etc.



Some downtown business characteristics



➤ Helping Communities Define Informed, Strategic Direction for Revitalization...

➤ *informed by the community's input, placed-based assets, and market understanding...*

Community Vision & Engagement

Market Understanding

Transformation Strategies

ECONOMIC VITALITY

DESIGN

PROMOTION

ORGANIZATION

ARTS & ENTERTAINMENT

TOURISM

FOOD

FAMILY-FRIENDLY

OUTDOOR & SPORTS

ELDERLY-FRIENDLY

TRANSFORMATION STRATEGIES – Other Examples:

- ☐ Agriculture
- ☐ Apparel
- ☐ College town
- ☐ Convenience goods+ services
- ☐ District workers + residents

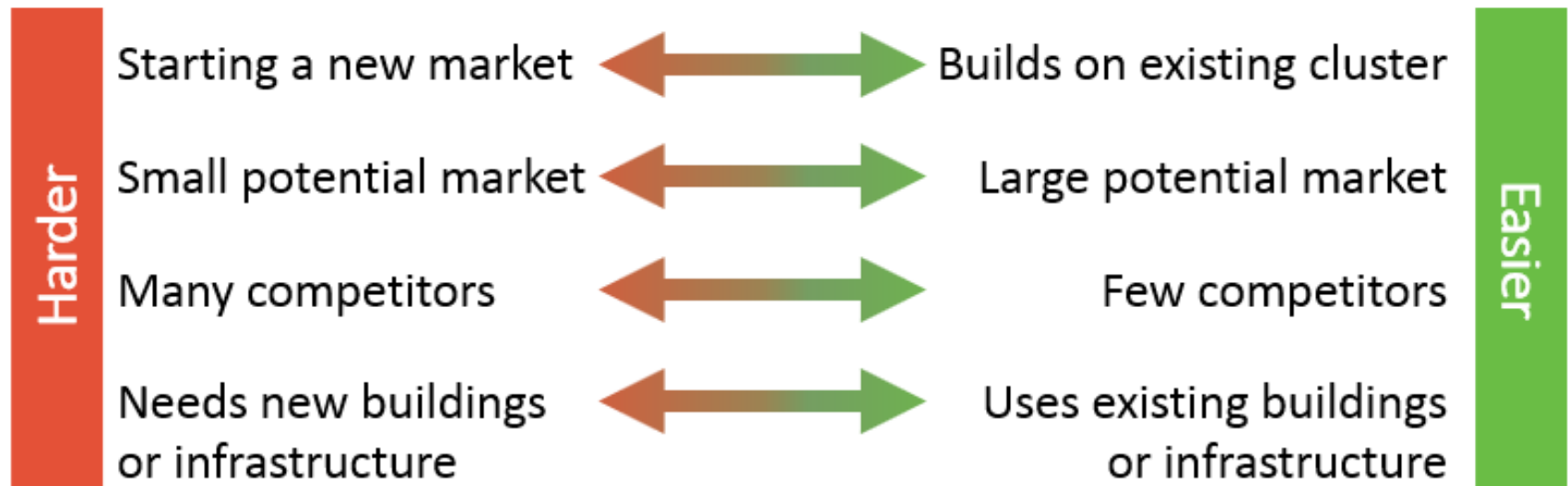


- ☐ Entertainment + nightlife
- ☐ Ethnic specialties
- ☐ Green products + services
- ☐ Health + wellness
- ☐ Home furnishings

Transformation Strategies



Which strategies are a good fit?



TRANSFORMATION STRATEGIES:

1. _____
2. _____

Tactics & Activities that align with Strategy / Strategies

Econ/Vitality

- Strengthens & diversifies the local economy supporting existing base, entrepreneurship, and development

Design

- Improves physical elements while preserving the community's authentic fabric, character & identity

Promotion

- Positions district as the center of activity, culture, commerce, and community life, market its assets, and positive image

Organization

- Brings the community together to build consensus & common vision, assemble resources, lead revitalization

Work Planning & Implementation

Transformation Strategies

Work Planning & Implementation

Utilizing the Main Street Approach to Assess Focus, Balance, Efficiencies in our Programming

Econ/Vitality

Supports Economic Base -
collaboration, advocacy,
assistance

1. Visits to downtown Business
2. Recruitment/**Retention**
 - a. Educational seminars
 - b. Advertising tips

Promotes Fitting & Strategic
Use of Space &
Development

1. Business Recruitment/Ret
2. **Mata Building**
3. Upper story development

Assembles & Fosters
Economic Partnerships &
Resources

1. Resource Guide
2. Upper story development
 - a. Talk, identify locations,
list, pamphlets, resources

Design

Promotes Physical
Improvements -
Buildings, Public Space

1. Winter Planting
2. Flower Pots
3. Planter Metal Art
4. Mural maintenance
5. **Façade Program**
6. **Mata Building**
7. **Wayfinding**

Preserves & Enhances
Historic Fabric/Character
– Education/Awareness

1. **Façade Program**
2. Historic Tax Credit
Workshop

Encourages Planning,
Design Assistance, &
Best Practices

1. **Façade Program**
2. HP Ordinance

Promotion

Positions as a Center of
Activity – Community &
Special Events

1. Silver Moon Cinema
2. Sliced Bread Saturday
3. BooFest
4. Memory Tree-Lighting
5. Kids' Christmas
6. Social Media
7. **Washer's Tournament**

Markets the District's
Assets – Retail
Promotions, marketing

1. Tunes Under the Moon
2. Downtown Wine Walk
3. Chalk At Walk &
Chocolate Crawl
4. **Small Business Saturday**

Enhances the District's
Positive Image /
Branding / Identity

Organization

Promotes the
Revitalization Efforts –
Communication & PR

1. Annual Awards Banquet

Community Engagement
– Partnerships, Volunteer
Leadership

Encourages Public &
Private Investment –
funding & other resources

1. Piccadilly Gala
2. Chalk At Walk &
Chocolate Crawl
3. **Mata Building**
4. Sponsorship Program

Utilizing the Main Street Approach in our Work -Planning & Implementation- to Strengthen Balance, Increase Connections & Efficiencies,

Econ/Vitality

Initiatives that combine all areas of focus:

Supports Economic Base -
collaboration, advocacy,
assistance

Initiatives that align with this area of focus:

Promotes Fitting & Strategic
Use of Space &
Development

Initiatives that align with this area of focus:

Assembles & Fosters
Economic Partnerships &
Resources

Initiatives that align with this area of focus:

Design

Initiatives that combine all areas of focus:

Promotes Physical
Improvements -
Buildings, Public Space

Initiatives that align with this area of focus:

Preserves & Enhances
Historic Fabric/Character
– Education/Awareness

Initiatives that align with this area of focus:

Encourages Planning,
Design Assistance, &
Best Practices

Initiatives that align with this area of focus:

Promotion

Initiatives that combine all areas of focus:

Positions as a Center of
Activity – Community &
Special Events

Initiatives that align with this area of focus:

Markets the District's
Assets – Retail
Promotions, marketing

Initiatives that align with this area of focus:

Enhances the District's
Positive Image /
Branding / Identity

Initiatives that align with this area of focus:

Organization

Initiatives that combine all areas of focus:

Promotes the
Revitalization Efforts –
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Initiatives that align with this area of focus:

Community Engagement
– Partnerships, Volunteer
Leadership

Initiatives that align with this area of focus:

Encourages Public &
Private Investment –
funding & other resources

Initiatives that align with this area of focus:

Work Planning & Implementation

STRATEGY-DRIVEN Programming in our Work -Planning & Implementation

- YOUR BOARD
- CITY/ COUNTY
- PARTNER ORGANIZATIONS
- DOWNTOWN STAKEHOLDERS

TRANSFORMATION STRATEGIES:

1. _____
2. _____

Tactics & Activities that align with Strategy / Strategies

Econ / Vitality

Design

Promotion

Organization

MS Activities

- 1.
- 2.
- 3.

MS Activities

- 1.
- 2.
- 3.

MS Activities

- 1.
- 2.
- 3.

MS Activities

- 1.
- 2.
- 3.

Recommended: Activities that share components with all 4-Points or more than one as appropriate

Work Planning & Implementation

Planning the Work and Working the Plan
... in a more defined **COLLABORATIVE** environment

TRANSFORMATION STRATEGIES:

1. _____
2. _____

Tactics & Activities that align with Strategy / Strategies

Econ / Vitality

MS Activities

- 1.
- 2.
- 3.

Design

MS Activities

- 1.
- 2.
- 3.

Promotion

MS Activities

- 1.
- 2.
- 3.

Organization

MS Activities

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Potential Activities

- 1.

Potential Activities

- 1.

Potential Activities

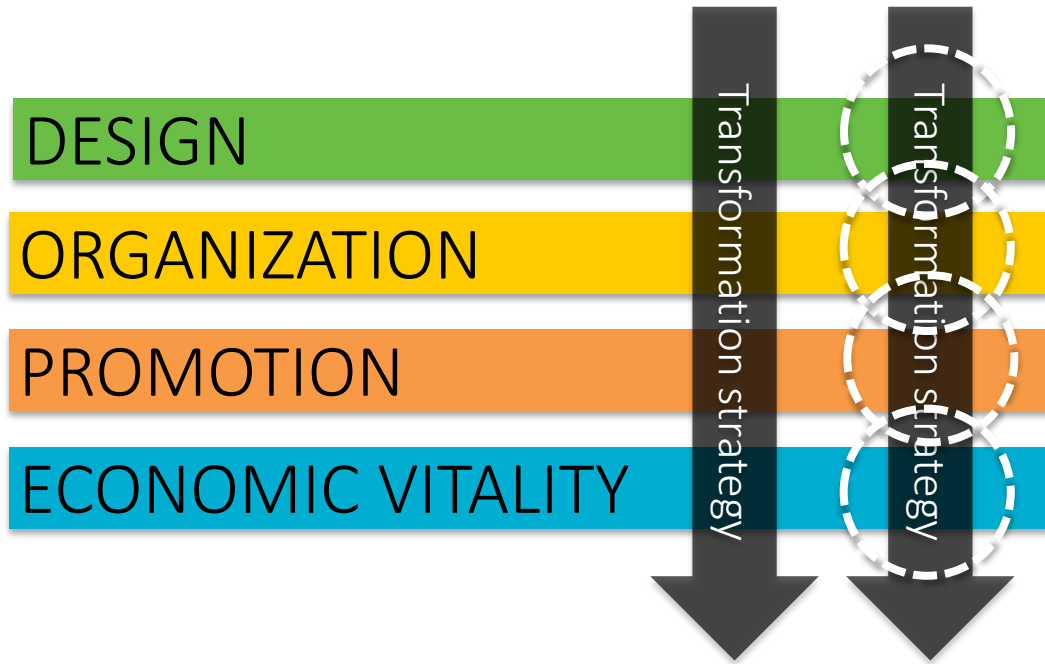
- 1.

Potential Activities

- 1.

Four Point Work Planning & Implementation

Community vision
Market understanding



Work Plan Implementation:

- *Activities*
- *Responsibility*
- *Budget*
- *Funding*
- *Timeline*
- *Metrics*

Quantitative outcomes
Qualitative outcomes



Defining the Organizational Structure that Fits with Each Community to Successfully Implement Strategies

BOARD & DIRECTOR

TRANSFORMATION STRATEGY:

1. _____

Econ/Vitality

Design

Promotion

Organization

ADDITIONAL STAFF & VOLUNTEER COMMITTEES / TASK FORCES / TEAMS



Building A Strong and Effective Organizational Structure for Revitalization

- **Avoiding INTERNAL SILOS** – *Strengthen connection between Board & Committees/Teams and level of “action-driven” approach.*
- **Avoiding EXTERNAL SILOS** – *strengthen connection with the community - beyond just information sharing, promote comprehensive communication & outreach*

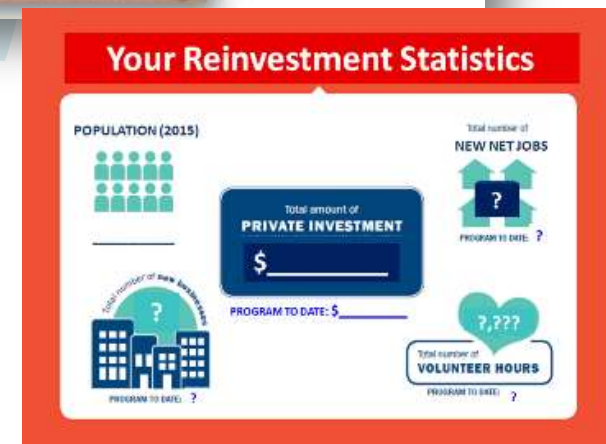


Tracking, Packaging, and Promoting the Value of our Efforts and the Impact of Revitalization

Outcome Measurements & Impact



1. Defining benchmarks, tools
2. Monitoring progress
3. Packaging Value
4. Promoting Impact



Leading Successful Downtown Revitalization through the Main Street Approach®

Organizational Value

Programming Value

Organization

Design

Econ/Vitality

Promotion



- **Bring all sectors of the community together** to build consensus / vision, develop partnerships, add resources, and lead revitalization

- **Work with property owners, businesses and partners** to enhance downtown's physical appearance while preserving historic fabric

- **Work with existing & potential businesses, property owners, and partners** to strengthen the local economic base

- **Work with all sectors of the community** to position downtown as a center of activity, promote its positive image, and market its unique assets

Sense of Ownership

Sense of Place

Sense of Vitality

Sense of Community

The Value & Impact of Main Street®

Organization

Design

Econ/Vitality

Promotion



• Sense of
Ownership

• Sense of
Place

• Sense of
Vitality

• Sense of
Community

THANKS!

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